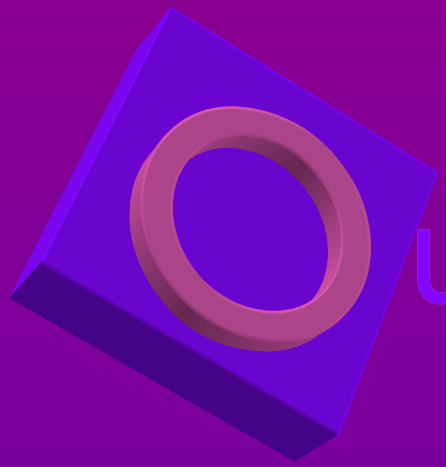


utcomes for Success

Presented by:

Evaluation Forum

Prepared for:

Office of HIV/AIDS Housing

agenda

- ✔ Outcome-based evaluation
- ✔ HOPWA Grantee roles and responsibilities
- ✔ Logic models, outcomes and indicators
- ✔ Outcome strategy mapping
- ✔ Implementation issues

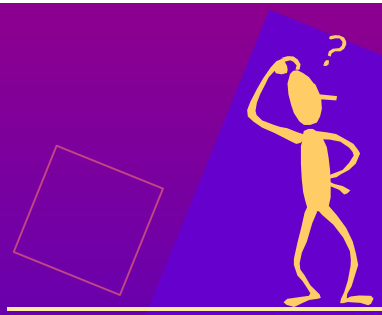
definition

Outcome-based evaluation:

A systematic way to examine the extent to which a program has achieved its intended results

the key question

What has changed in the lives of individuals, families, organizations, or community as a result of this program?



what's different?

- Prior focus was on *the activities that staff do*
- Outcome-based evaluation focuses on *what changes for people because of those activities*

the environment for outcome evaluation

- Requirements at all levels (local, state, federal, private foundations)
- Collaborative outcome systems among funders
- Systems change affecting agencies and funders
- Funders holding themselves accountable

uses of outcome evaluation

- Accountability
- Quality improvement
- Resource allocation
- Program marketing
- Staff morale
- Collaboration
- Learning

HOPWA Grantee roles and responsibilities

What's your job in this endeavor?

Grantee activities

1. Collaborate to leverage resources/actions
2. Plan for community change
3. Allocate funds to "best" program sponsors
4. Oversee program sponsors' performance
5. Help to improve their performance
6. Advance the state of knowledge and share best practices in the field

coordinating with others

- Identify others that can contribute to the effort
- Invite them into the conversation
- Jointly identify goals, outcomes and strategies
- Discuss issues unique to each partner
- Select strategies each partner can commit to
- Implement agreed upon actions
- Bring additional resources to the table
- Coordinate and communicate about progress

planning and allocations

- Use community planning efforts as the framework for the allocation plan
- Determine which program sponsors can be effective service providers
- Review program sponsor actions plans and proposed outcomes for alignment with community-level goals to factor into funding decisions

monitoring performance

- Monitor for compliance
- Track results on key outcomes
- Identify areas for needed improvement
- Identify resources for technical assistance

developing capacity

- Promote training so everyone can learn
- Commit resources to staffing and technical enhancements the agencies need
- Provide guidance, advice and technical assistance
- Encourage creativity and risk-taking – it is essential to learning
- Set the expectation that outcome evaluation is everyone's job, not an "add on"

communicating in the field

- What have you learned?
- Who can benefit from it?
- How can you reach them?

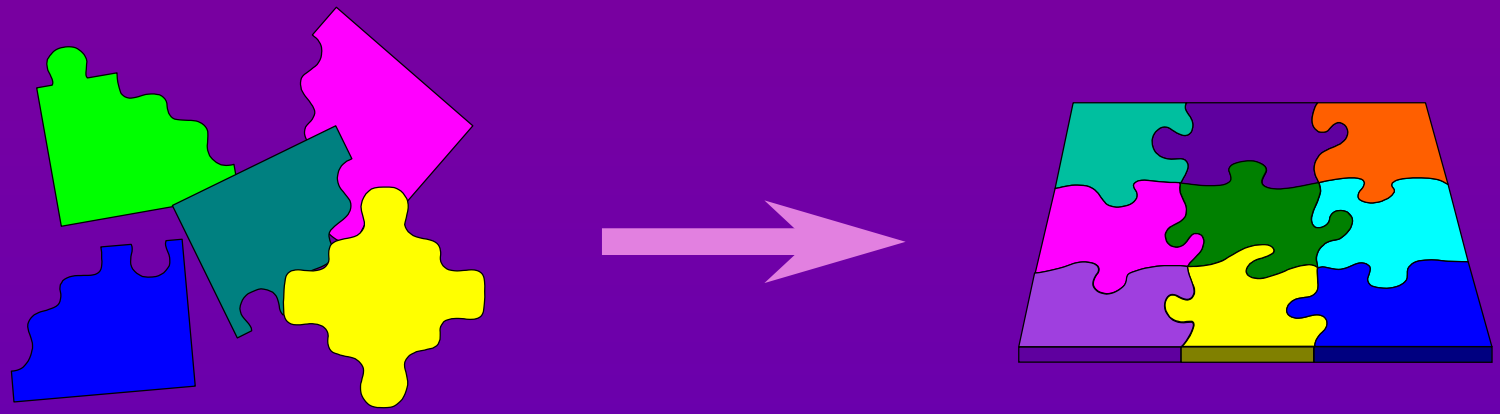
keys to SUCCESS

- Leadership
- Resources
- Technical assistance
- Funding system alignment
- Commitment and follow-through

key issues

- Clarifying expectations and gaining commitment
- Discovering *best practices* to identify strategies
- Collaborating and gaining consensus
- Assessing and building capacity
- Using the results for decision-making
- Communicating about what was learned
- Modeling commitment

Logic models, outcomes & indicators



for grantees and for agencies

good and realistic outcomes

- Most important and meaningful
- Most useful and relevant
- Reasonable and realistic to achieve
- Practical and feasible to measure

language of outcomes

- ***Change statements:*** benefits for participants, during or after involvement with a program
- ***Targets***: specific levels of achievement
- ***Benchmarks:*** comparative targets, generally related to other time periods or other organizations

an example

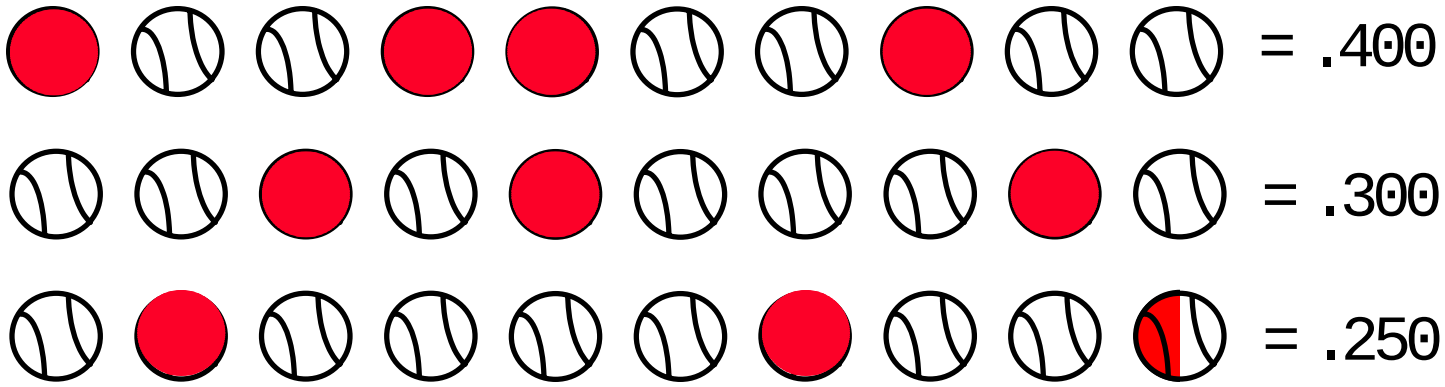
Outcome: Increase Jones Building tenants' involvement in mental health care

Target: At least 54% of tenants who need mental health treatment keep appointments during year

Benchmark: 10% more tenants will keep their appointments this year than last year

batting averages

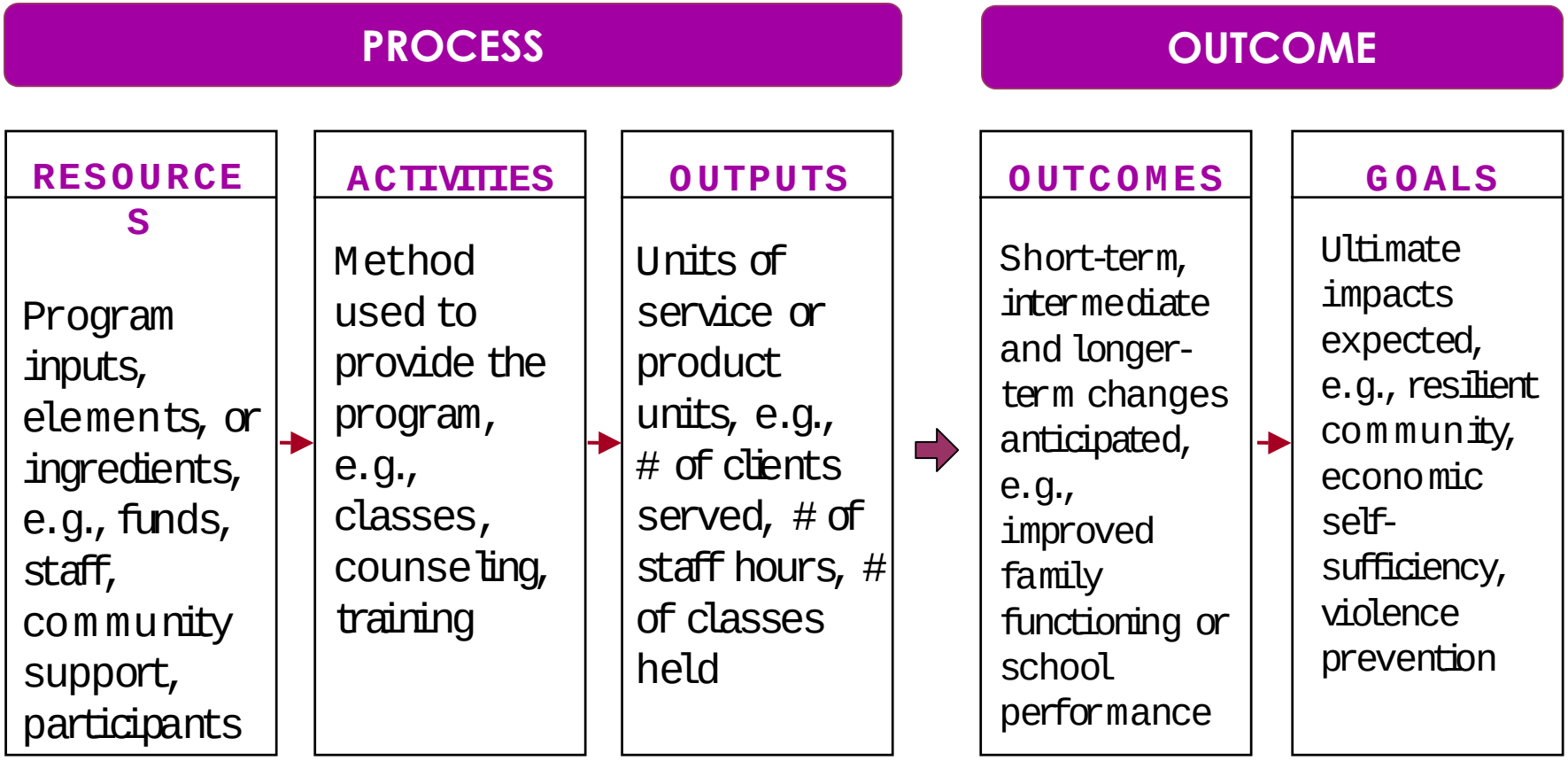
.424 All-Time Best, Rogers Hornsby, St Louis 1924
.356 Edgar Martinez, 1995
.343 Edgar Martinez, 1992
.300 Very Good
.250 Average
.200 Not Great
.135 All-Time Worst, Ray Oyler, Detroit 1968



what logic models do

- Clarify program elements
- Show how program inputs relate to outcomes
- Portray the logical flow of a program
- Identify key evaluation questions
- Make program theory explicit

the program logic model



program logic model:
Housing Information & Referral

PROCESS

RESOURCES

Staff (1.5 FTEs)

Setting
- Office space to accommodate multiple phone lines and resources files/ computer database containing housing information

Funding ($75,000)
- HOPWA
- Private sources
- Other federal, state, and local funding sources

Linkages
- AIDS housing providers
- State and federal agencies
- Support service providers
- Housing Authority
- Private landlords

ACTIVITIES

Maintain database of available housing providers and housing resources

Determine housing needs of client (i.e., type of unit or facility, size, location, etc.)

Refer clients to emergency shelter, transitional housing, and permanent housing

Contact housing provider to facilitate housing placement

Inform clients of and refer clients to services available to support housing retention and/or to acquire new housing placements if necessary

OUTPUTS

Housing resource database

1,000 unduplicated clients served

2,000 housing referrals made

300 referrals made to other housing-related and/or support services

100 follow-up calls to housing providers

OUTCOME

OUTCOMES

Increased client access to available housing options

Greater client awareness of available housing resources and housing options

Clients who lose housing re-engage in housing services more quickly

Client satisfaction with information and services provided

GOALS

End homelessness among people living with HIV/AIDS and their families

program logic model:

Planning and Allocation

PROCESS

OUTCOME

RESOURCES

Staff (1.5 FTEs)

Setting
- Office space Meeting space for community forums

Funding ($75,000)
- HOPWA
- Other federal, state, and local government

HOPWA final rule

HUD regulations

Knowledge of professional accounting practices

Linkages
- Ryan white partners
- Community funders
- HOPWA clients
- HUD field officers
- Private landlords
- Community volunteers
- Community agencies

ACTIVITIES

Appoint a planning task force

Hold community planning meetings

Develop community with local stakeholders and HOPWA clients

Hold community forums to solicit feedback on planning process

Revise plan as needed

Develop allocations plan aligned with HUD goals and community plan

Allocate funds to programs and activities

Follow HOPWA & HUD administrative guidelines

OUTPUTS

Task Force

Number and average attendance of meetings held

Community Plan

Number and average attendance of community forums

Allocation plan
Number of programs and activities funded

Amount of money allocated to programs and activities

Amount of money spend on administrative expenses

OUTCOMES

HOPWA funds are allocated in an efficient and effective manner

↓

Local stakeholders and HOPWA clients are satisfied that the community planning process is being effectively carried out

+

Community needs and needs of underserved populations are met through balanced investment

GOALS

Effective HOPWA-funded programs with high community impact receive the funding necessary to support their continued success

Providers and funders work collaboratively to improve the quality and quantity of HIV/AIDS housing available in the community

definition

Indicators:

The specific information collected to track program success

indicators ...

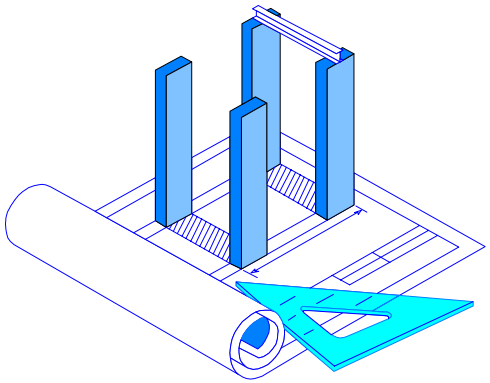
- Define the outcome, describing its characteristics
- Are observable
- Are specific
- Show what you intend to measure

an example

Outcome: Increase Jones Building tenants' involvement in mental health care

Indicators: # and % of tenants who need mental health treatment who keep their appointments during the year

evaluation plan



- Outcomes & indicators
- Data collection methods
- Frequency & scheduling
- Sample size and strategy

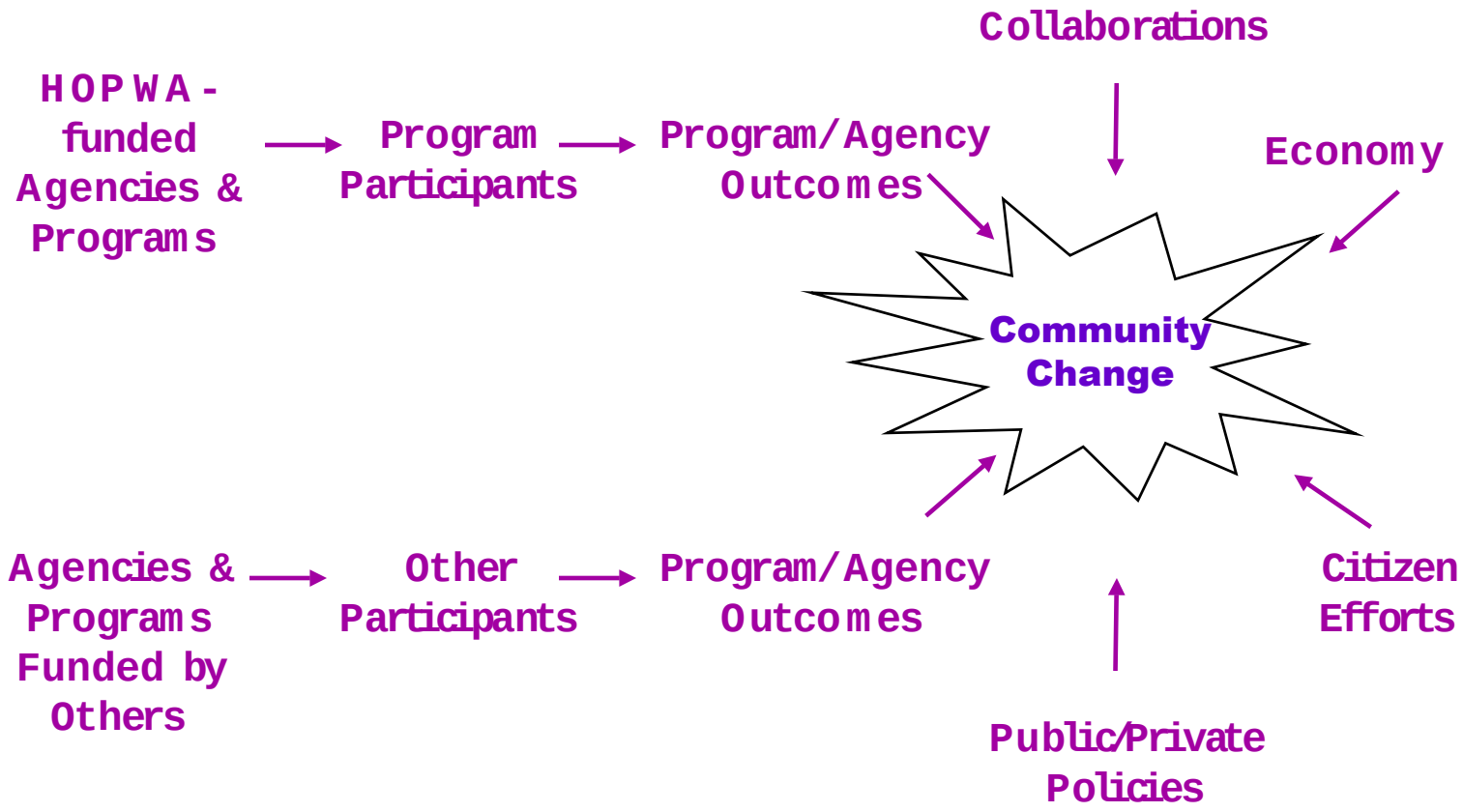
challenges

- It isn't always easy, but it can be done
- Some outcomes are harder to measure than others and some take longer to measure
- It requires resources and some expertise
- It takes time – at least 3 years

Outcome strategy mapping

Path to community-level change

program outcomes and community-level change



a strategy map

STRATEGIES	MEASURABLE OUTCOMES	LONG-TERM GOALS
Actions taken to accomplish the outcomes and goal *Examples:* • Allocate funds for housing construction and rehabilitation • Work with lenders on loan packages • Advocate for less restrictive building & zoning policies • Collaborate with housing developers	**Shorter-term and intermediate measures of progress toward goal** *Example:* • Increased supply of housing • Reduced barriers to housing development	**Long-term community-level change desired** *Example:* Greater quality and quantity of HIV/AIDS housing in the community

the elements

- ***Goals:*** What mandates are you trying to fulfill? What have you committed yourselves to?
- ***Outcomes:*** What measurable milestones contribute to reaching the goal?
- ***Strategies:*** What actions do you believe will achieve those outcomes? What does experience and research tell you about "best practices?"

making the transition

- ***Set the stage*** for the transition to an outcome-based system: focus on the need for change and what it accomplishes
- ***Encourage involvement and creativity*** in the development of the new system
- ***Test, learn, and adapt*** to let people know it takes time to get a system in place that works
- ***Celebrate success*** all along the way!